



South Wales Fire and Rescue Service

# HOW DID WE DO IN **2018/2019** AND WHAT WE PLAN TO DO IN **2020/2021**

October 2019

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# Foreword



**Huw Jakeway QFSM**

Chief Fire Officer  
South Wales Fire and Rescue Service



**Councillor Tudor Davies**

Chairman  
South Wales Fire and Rescue Authority

Welcome to our annual update, which will give details of some of the things we have achieved in 2018/2019. We will introduce our proposed strategic themes and objectives for 2020/2021 and beyond and explain why we have chosen them.

At the end of this document, we hope you will tell us what you think about our objectives by completing the survey.

# Introduction

South Wales Fire and Rescue Service (SWFRS) is one of the largest Fire and Rescue Services in the UK, covering 10 unitary authorities. We cover a large geographical area made up of rural, coastal and urban communities.

We have several legal frameworks that provide us with rules and guidelines on what services we must provide. These include The Fire and Rescue Services Act 2004; The Welsh Government Fire and Rescue National Framework 2016; The Local Government (Wales) Measure 2009 and the Well-being of Future Generations Act (Wales) 2015 (WFGA). These place a duty on us to keep people, communities, businesses and the environment of South Wales safe from fires and other hazards. We do this as effectively and efficiently as possible while aiming to improve social, economic and cultural well-being.

We develop services that meet the immediate needs of our community and the Service, while enhancing the opportunities for future generations.

The WFGA identifies five sustainable development principles which we consider in our decision making. These are:

- Balancing short term needs with long term needs
- Putting resources into preventing problems
- Using an integrated approach, balancing social, economic and environmental needs
- Collaborating with others to help meet well-being objectives
- Involving others to reflect the diversity of an area

## The Seven Goals of the Well-being of Future Generations Act (Wales) 2015



A  
Resilient  
Wales



A Wales of  
cohesive  
communities



A Wales of vibrant  
culture and thriving  
Welsh language



A  
prosperous  
Wales



A  
healthier  
Wales



A  
more equal  
Wales



A globally  
responsible  
Wales

# The Well-being of Future Generations Act (Wales) 2015

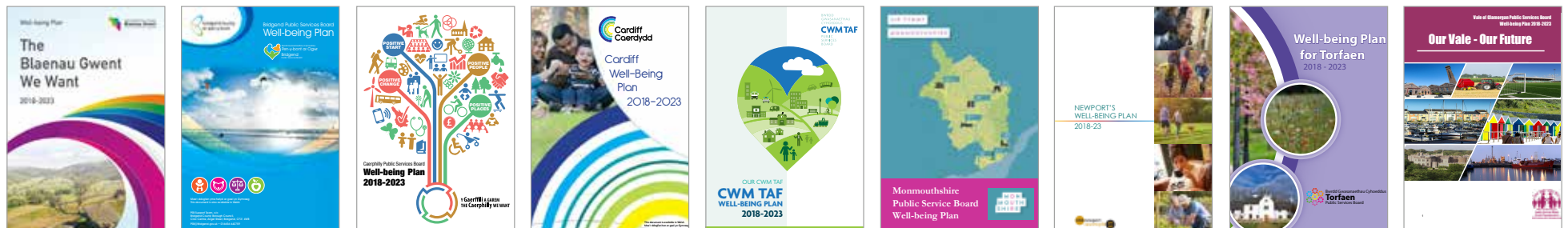
We continue to work with the nine Public Service Boards (PSBs) in our area who have responsibility to prepare and publish local well-being plans and report annually on their progress.

We are committed to meeting our obligations under the WFGA. We will always consider the long-term implications of our actions and how we can be effective members of the nine PSBs, in order to help people to feel safe and well in their daily lives.

Our work with the PSBs demonstrate our commitment to the principles of the WFGA which is:

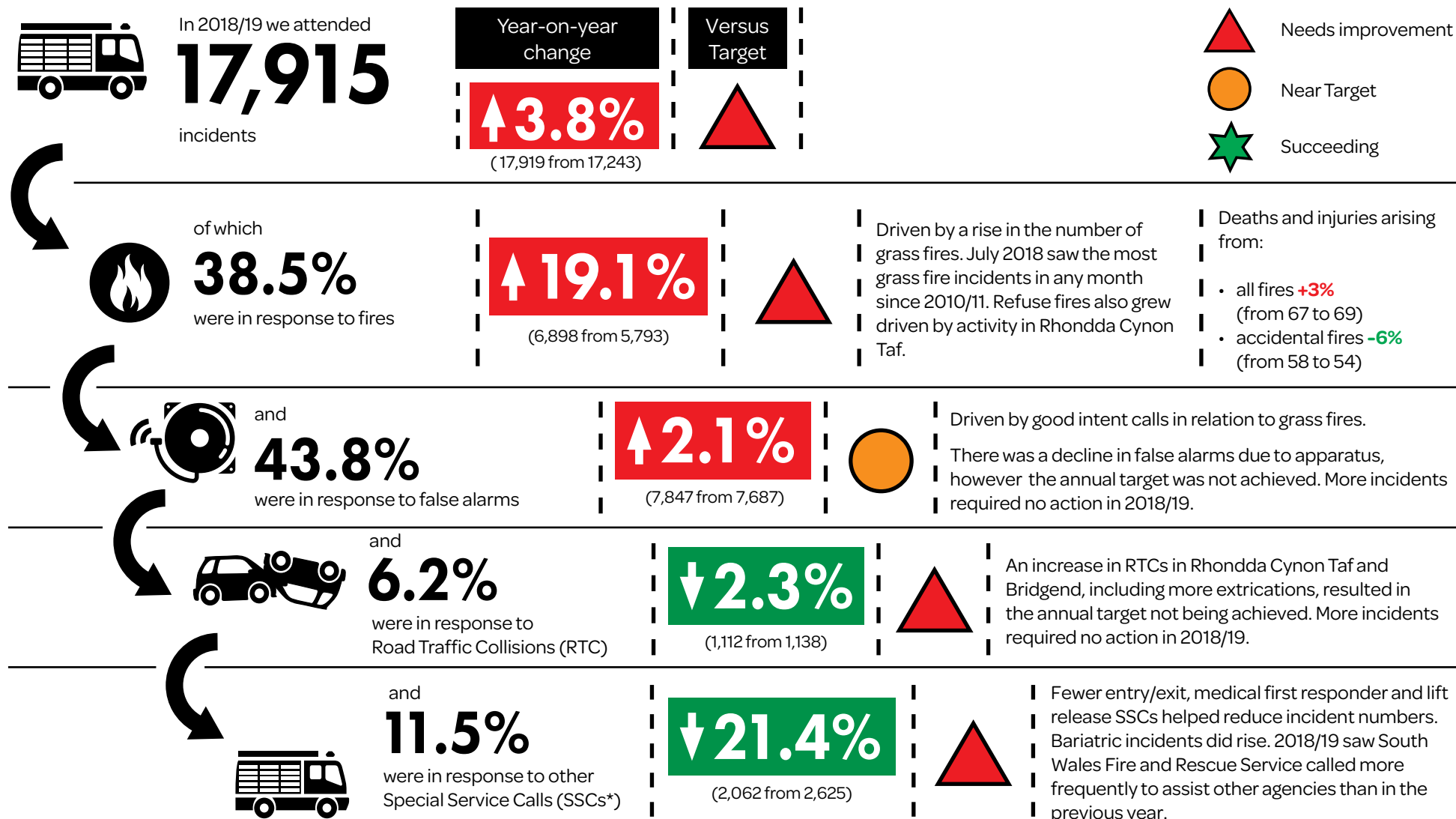
**“All Public Services should act in a manner which seeks to ensure that the needs of the present are met, without compromising the ability of future generations to meet their own needs”**

When we develop our strategic themes and objectives, we consider the seven goals of the WFGA and make sure that we apply the five ways of working, which are - long-term thinking, prevention, integration, collaboration and involvement. We have identified various actions that will contribute to these goals when defining our eight strategic themes and objectives for the year 2020/21 and beyond. We will monitor our progress toward these as part of our existing processes.



# What did we do last year and how did we perform?









## Financial Year 2018 / 2019 Incident Summary



\*including large animal rescues, rescue/evacuation from water and all other incidents attended.

# What did we do last year and how did we perform?

## South Wales

	FY 16/17	FY 17/18	FY 18/19	FY18/19 Target	3 Year Trend
<b>Incidents attended</b>	17,315	17,243	17,919	16,449	
<b>Fires attended</b>	5,798	5,793	6,898	5,900	
<b>False alarms attended</b>	8,191	7,687	7,847	7,499	
<b>Road Traffic Collisions attended</b>	1,179	1,138	1,112	1,050	
<b>Special Service Calls attended</b>	2,147	2,625	2,062	2,000	
<b>Deaths and Injuries in all fires</b>	92	67	69	66	
<b>Deaths and Injuries in accidental fires</b>	74	58	54	59	
<b>Dwelling fires contained to the room in which they originated</b>	84.9%	83.7%	82.5%	85.0%	

## Financial Year 2018/19 comparisons

	North Wales	Mid & West Wales	FG4* worst	FG4* best	FG4* average
<b>Incidents attended</b>	5,305	13,254	17,915	7,030	11,835
<b>Fires attended</b>	2,281	3,374	6,898	2,092	3,840
<b>False alarms attended</b>	2,269	4,886	7,847	2,484	4,643
<b>Road Traffic Collisions attended</b>	220	870	1,208	323	662
<b>Special Service Calls attended</b>	535	3,967	5,362	891	2,691
<b>Deaths and Injuries in all fires</b>	48	61	104	17	62
<b>Deaths and Injuries in accidental fires</b>	28	51	Not Reported	Not Reported	Not Reported
<b>Dwelling fires contained to the room in which they originated</b>	86.9%	89.0%	Not Reported	Not Reported	Not Reported

\* As a Service it is important that we evaluate our performance, to ensure that we are performing as effectively as possible. We do this in part by setting ourselves annual targets, comparing our performance against the other Welsh Fire and Rescue Services and the Family Group 4 (FG4) - FG4 is formed of 18 Fire and Rescue Services from Wales, England and Northern Ireland. They are similar to ourselves based on factors such as population, deprivation, risk profiles and incident volumes.

# Last year (2018/2019) we had six Priority Actions;

## Priority action 1.

Working with others to protect our communities

We said we would:

- Roll out Safe and Well visits to all 10 local authorities
- Identify the vulnerable in our communities by analysing call trends
- Consider recommendations made following the Grenfell Tower fire in London
- Work with partners to reduce the number of refuse fires and wildfires

## Priority action 2.

Develop more efficient and effective ways of engaging with our communities

We said we would:

- Improve our community engagement at Joint Fire Control
- Launch our new website and continue developing this throughout the year
- Target our preventative campaigns to specific groups
- Maintain the contact that has been made with the travelling communities
- Deliver a successful community safety event during the United Kingdom Rescue Organisation (UKRO) Challenge in September 2018
- Open three new Fire Cadet Branches

## Priority action 3.

Attract, Develop & Retain a Workforce that reflects our communities & delivers effectively

We said we would:

- Roll out the Volunteer Scheme to involve the community with our Service
- Deliver recruitment messages whilst undertaking Community Safety activities
- Continue with the new strategy for On-Call Duty System (OCDS) recruitment
- Develop succession plans to ensure we attract, develop and retain quality staff



# Last year (2018/2019) we had six Priority Actions;

## Priority action 4.

Reduce our impact on the environment to ensure future sustainability

We said we would:

- Explore the use of electric or hybrid vehicles throughout the Service
- Install new energy efficient LED lighting across our sites in South Wales
- Replace a number of ineffective air conditioning units in our buildings
- Build a new Compartment Fire Behaviour Training (CFBT) facility to train staff

## Priority action 5.

Use technology to enable efficient & improved service delivery

We said we would:

- Develop virtual reality risk reduction campaigns
- Pilot a mobile device to reduce paper associated with Safe and Well visits
- Develop a risk-based Business Fire Safety Management Information System
- Seek upgrades and tools to enhance call handling and mobilising
- Explore every opportunity to utilise technology when buying new equipment
- Develop the Fleet Management System, aiming to be paperless by 2019
- Procure new firefighting equipment that monitors well-being and safety

## Priority action 6.

Work with Public Service Boards to support local communities

We said we would:

- Implement and support actions outlined within the Well-being Plans of the PSBs
- Engage with Local Authority Planning and Building Regulation Departments
- Strengthen our partnerships with South Wales Police via Joint Fire Control
- Continue to work with agencies to refer all vulnerable individuals identified

# What did we do last year (2018/2019) and how did we perform?

## Priority action 1.

Working with others to protect our communities

We said we would:

- Roll out Safe and Well visits to all 10 local authorities
- Identify the vulnerable in our communities by analysing call trends
- Consider recommendations made following the Grenfell Tower fire in London
- Work with partners to reduce the number of refuse fires and wildfires

### Enhanced Home Safety Checks

Our plan to roll out Safe and Well visits across our Local Authority areas was carried out with the development of an enhanced home safety check. This is a more comprehensive check and identifies not only fire hazards but other risks in the home that can affect the safety of vulnerable people, for example slip, trips and falls.

### Refuse Fires

We established a refuse fires working group that seeks to better understand the risk of and how refuse fires occur. We made changes to the way we collect data on refuse fires to understand the risks involved, types of refuse involved and potential sources. We use this improved information to work with our partners to prevent refuse fires.

### Identifying Vulnerable Groups

This year we have continued work with our partners such as Western Power Distribution, to share information on those individuals in our communities who are vulnerable, and have used this information to make sure that our services are delivered to those who need them the most.

## **On Call Duty System (OCDS)**

The average availability of OCDS appliances achieved the target of a 5% increase for the year. Our OCDS courses continue to be delivered and we recruited 111 On Call Firefighters to further support cover. However, we saw a 20% staff turnover rate amongst On Call staff during the year, a figure we are working hard to improve.

## **High Rise Living Team**

As a result of the Grenfell Tower incident, we introduced a High Rise Living Team who are working and engaging with building owners to ensure that all buildings in our area meet the relevant safety standards. Recommendations from the Dame Hackett Review continue to be considered by various working groups and work continues with building control departments and the Shared Regulatory Services High Rise Building forum.

The High Rise Living Team continue to engage and work alongside local partners and are delivering a programme of operational learning sessions for the Cardiff and Newport areas in collaboration with West Midlands Fire Service. A high rise specific training package has also been developed and implemented.

## **Fire Control Collaboration**

Collaboration between our Fire Control watch officers and South Wales Police Force Incident Managers at the Joint Public Service Centre happen on a daily basis on all types of incidents and any issues that arise. Regular meetings are held between the management teams of Police and Fire and there have been notable incidents where Fire and Police Control staff have worked together on the same incident to save lives. We continue to share information with partners on individuals and locations in order to reduce risk.

## **Training**

Operational Risk Management (ORM) trained our operational staff on the new Breathing Apparatus (BA) sets and our Station Commanders have been trained to carry out face to face Learning Evaluation for Accidental Fires (LEAF) interviews. The LEAF project, which seeks to understand the causes and behaviour of fire, replaces last years' LIFE BID project. Our Operational staff conduct home safety checks following all dwelling fires at the properties where the fire occurred and to neighbouring properties. Prevention & Protection staff in Joint Fire Control, have received level three safeguarding training.

## Did you know? We also:

- Tested a number of digital breathing apparatus (BA) radios and plan to purchase these collaboratively with Mid and West Wales FRS.
- Replaced water rescue equipment.
- Reviewed and rewrote our Business Continuity Management (BCM) policy and procedures to comply with the new standard - all plans will be tested within a 12 month period.



## Priority action 2.

Develop more efficient and effective ways of engaging with our communities

We said we would:

- Improve our community engagement at Joint Fire Control
- Launch our new website and continue developing this throughout the year
- Target our preventative campaigns to specific groups
- Maintain the contact that has been made with the travelling communities
- Deliver a successful community safety event during the United Kingdom Rescue Organisation (UKRO) Challenge in September 2018
- Open three new Fire Cadet Branches

## Community Engagement at Joint Fire Control

Our Prevention and Protection Team at Joint Fire Control have received training in social media warning and informing, referring high need home safety check referrals, safeguarding referrals and communicating with the public about ongoing incidents.

### Website

After we launched our website in April 2018, we continued to add and improve the content. We introduced a dedicated volunteers area so we could share important documents with our volunteers. We added a mapping and events function, made improvements to the document library and published an educational game related to electrical safety.

## Maintaining contact with our communities

Each of our fire and rescue stations set out their plans for the year in the form of a Community Risk Management Plan. These plans allow our stations to focus their energies on reducing risk specific to their communities. The plans contain issues such as Accidental Dwelling Fires, Deliberate Fire Setting, Road Traffic Collisions and engagement activities such as conducting safety visits to homes and working closely with other groups such as travelling communities to keep people safe.

## Consultation and Engagement Group

Our Consultation and Engagement Group continues to meet every six weeks and involves staff from within our organisation working together in order to effectively plan and evaluate our consultation and engagement activities. Specific focus is placed on efficiency and ensuring that all activities are compliant with the General Data Protection Regulation (GDPR), the Equality Act 2010 and the Welsh Language Standards. The group work together to make sure that the Service attends large events such as Cardiff Pride, 999 Weekend and The Big Cheese Caerphilly Festival in order to deliver a number of key safety messages.

## **Staff Engagement**

A Service-wide survey of staff, to identify successful means of internal communication was conducted by the Staff Engagement Network with the Media and Communications team visiting stations across the Service to encourage participation.

## **Public Engagement**

We use social media to inform our communities of ongoing risk, provide public information and education. We have seen a significant increase in Facebook followers, which rose by 1,610, to a total following of 23,557. Our most popular video on You Tube was our driving safely video “Fatal 5” which received 57,000 views.

## **Community Safety Engagement Hub**

Our Newport Community Safety Engagement Hub opened in May 2019. This is a place where SWFRS and many partner agencies can provide cost effective multi-agency Community Safety Engagement. The Hub will give staff the right technology and investment to deliver excellent partnership working and community safety services, allowing partners to share information easily and support collaborative and preventative work. The concept is in keeping with the WFGA’s guiding principles for partnership and the five ways of working.



## United Kingdom Rescue Organisation (UKRO) Challenge Weekend

The UKRO Challenge, Cardiff Bay, 2018, took place in late September 2018. The weekend was a huge success with over 600 firefighters putting their skills to the test and over 80 partners providing a full weekend of fun activities and awareness information for the whole family. Rescue challenges took place in Trauma, Water, Rope, Urban Search and Rescue and Extrication, all showcasing the very best in rescue skills and techniques. There was much celebration as the Bridgend Extrication Team retained their UK title.

Another huge success was the Super Safety Village, which was held alongside the UKRO Challenge and brought together 80 community partners, organisations and businesses. The village enabled us to promote the safety messages of the Fire and Rescue Service to over 20,000 members of the public, raise awareness of the range of services we offer and engage with communities in a new and exciting way, all helping to make South Wales a safer place to live, work and visit.

During this event we also consulted with the public about our proposed priority actions for 2019/2020 using a touch screen questionnaire and, as a result, received over 400 responses.

We shared the lessons we learned during UKRO 2018 with Derbyshire Fire and Rescue Service, who will host the UKRO challenge in 2019.







## Fire Cadets

We opened a new Fire Cadet branch in Aberbargoed in January 2019 and our plans are on track to open a further two branches in Cardiff and Malpas in October 2019. The Malpas branch will be our first Junior Fire Cadet branch for ages 10 – 12 and will be extended to attract juniors aged 8 -12 in the future.



## Did you know? We also:

- Participated in many different fundraising activities for charitable organisations. These help to build a strong sense of belonging within our staff and their communities and we are all extremely proud of the contributions they made to create a difference to the lives of others. Key note events were Wales on Wheels - Breast Cancer Care Cymru; The Stephen Siller Tunnel to Towers Foundation 5K Run & Walk; Chief Fire Officers Annual Peloton; Bridge2Brighton - Firefighters Charity, Team Evsy - 100 mile bike ride – Welsh Brain Tumour research to name but a few.
- Planned and prepared for an Emergency Services weekend of engagement in September 2019, with our partners South Wales Police and the Welsh Ambulance NHS Trust, to educate, advise and consult on the wide variety of services we all provide to the public.



### Priority action 3.

Attract, Develop & Retain a Workforce that reflects our communities & delivers effectively

We said we would:

- Roll out the Volunteer Scheme to involve the community with our Service
- Deliver recruitment messages whilst undertaking Community Safety activities
- Continue with the new strategy for On-Call Duty System (OCDS) recruitment
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### Volunteer Scheme

Our first group of volunteers were engaged in September 2018 and by the year ending March 2019, we had a total of 16 volunteers. These volunteers play an important role in improving service delivery and the support they provide helps to build relationships within our communities. The volunteers also increase partnership working with both South Wales and Gwent Police, Welsh Ambulance Service Trust, local colleges and universities.

Some activities volunteers have participated in include UKRO, a bonfire night event at Whitchurch, various Road Traffic Collisions (RTC) exercises on stations, a community engagement event with the Fire Crime Unit and the Emergency Services Carol Service. Our Volunteer programmes sees continued success and we are eager to increase our number of volunteers in the future.

### Recruitment Activities and On Call Duty System (OCDS)

The On Call Duty System team continue to implement initiatives aimed at positive recruitment, attraction and retention and have held recruitment events throughout the year. Each of these events received support from our Media and Communications Team with the “Be More” campaign being targeted across social media platforms. A specific plan was developed and carried out in Usk with radio, newspaper and a number of other advertisement streams being used. A recruitment event planner has been put together for 2019, with 10 events scheduled in communities where applications have been low.

10 OCDS training courses were delivered last year and changes to our OCDS contracts of employment were introduced which afford more flexibility to the Service and the On Call firefighter role. The Service recruited 40 new Wholetime Duty System firefighters and delivered three Wholetime recruit training courses during the year.

At the beginning of the financial year 2018/2019, we employed apprentices across a range of departments, including Community Safety, Human Resources, Finance, Information Communications Technology, Fleet and Engineering and Service Performance and Communications.

## Human Resource Strategies and Succession Planning

Workforce planning has been incorporated into the People Services Strategy for 2019/2022 with actions in our three year Inclusive Fire & Rescue Service delivery plan.

The Employee Well-being delivery plan continues to be developed and work is ongoing. Management development programmes are underway for all levels of the Service. A strategic leadership programme was delivered through the University of South Wales for the three Fire & Rescue Services in Wales and the first cohort commenced early in the year with the first Pioneer Programme for senior managers, completing in January 2019. The Challenge Programme, for middle managers has been delivered to five groups.

Flood and water rescue training continues to be developed and delivered to meet our more recent statutory duty with new and additional equipment purchased by Welsh Government. All training courses are continually reviewed and developed in line with National Operational Guidance and National Training Specification amendments and updates, to ensure safe systems of work for all firefighting activities. Driver training is being centralised at Cardiff Gate Training and Development Centre to provide a more efficient service. We maintain the operational efficiency of our organisation by continually reviewing and improving our core skill training to ensure the best possible initial training is being delivered to wholtime duty, on call duty and auxiliary firefighters. Our Incident Command facilities are being updated and improved to ensure that all our tactical managers are trained with state of the art technology, that will enable them to learn and develop their skills to successfully and safely manage operational incidents. Cardiff Gate Training Centre is continuing to develop its status as a Skills for Justice Awards Approved Centre and is currently accredited for 11 qualifications, including breathing apparatus, incident command, core skills, road traffic collisions and bariatric rescue.

### Did you know? We also:

- Developed a new fire trauma course which has been approved by the Welsh Ambulance Service NHS Trust
- Reviewed course profiles and lesson plans for Water Rescue, in accordance with the Department for Environment, Food & Rural Affairs (DEFRA) guidance
- Sourced a provider for Flood Water Rescue Boat Operator Instructor (FWRBOI) accreditation in June 2019
- Appointed 12 Safe Working at Height instructors
- Carried out a review of Emergency Response within Joint Fire Control with staff, seeking their suggestions for improvement to working practices
- Investigated the potential feasibility of a firefighter apprenticeship programme
- Communicated the outcomes of our Investors in People report to staff. A staff engagement network has been created to progress the development areas identified within the report
- Trialled a new electronic Learning Management System, to enable staff to use all of our current online courses on an improved system
- Trialled Personal Development Review (PDR) Pro Version 5 with 410 staff members to evaluate whether this would suit our future needs
- Created a dedicated area to save all of our debriefs from incidents and simulations to allow full access for staff to improve information sharing, learning and communication

## Priority action 4.

Reduce our impact on the environment to ensure future sustainability

We said we would:

- Explore the use of electric or hybrid vehicles throughout the Service
- Install new energy efficient LED lighting across our sites in South Wales
- Replace a number of ineffective air conditioning units in our buildings
- Build a new Compartment Fire Behaviour Training (CFBT) facility to train staff

### Compartment Fire Behaviour Training (CFBT) Facility at Cardiff

The Compartment Fire Behaviour Training (CFBT), when fully constructed, will allow firefighters to carry out Breathing Apparatus (BA) training in a range of real fire, challenging scenarios. Considerable efforts have been made to build in as sustainable way as possible and we have aimed to reduce the impact we have on the environment and the local community.



The building includes a smoke treatment system (smoxidiser) contained within the third floor, which will prevent untreated emissions exiting the building. The smoxidiser ensures that any smoke produced within the facility is captured, extracted and filtered and meets all the legal and environmental requirements. The ventilation extract system includes an air cleaning system, which cleans all the carbonaceous gas and smoke, prior to release into the atmosphere and achieves zero emissions. The building has both high and low pressure water systems, which stops us needing to use fire engines outside the building. This further reduces the environmental impact from both emissions and noise.

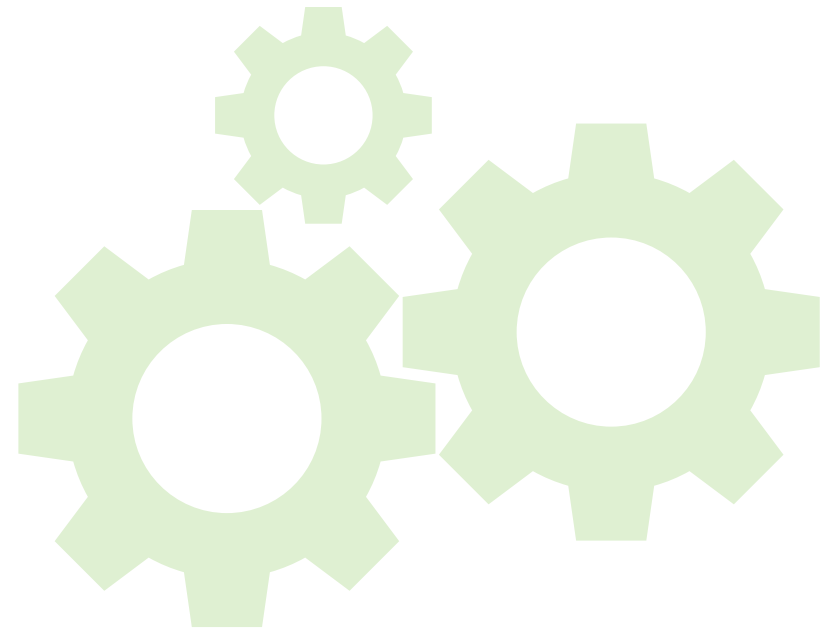
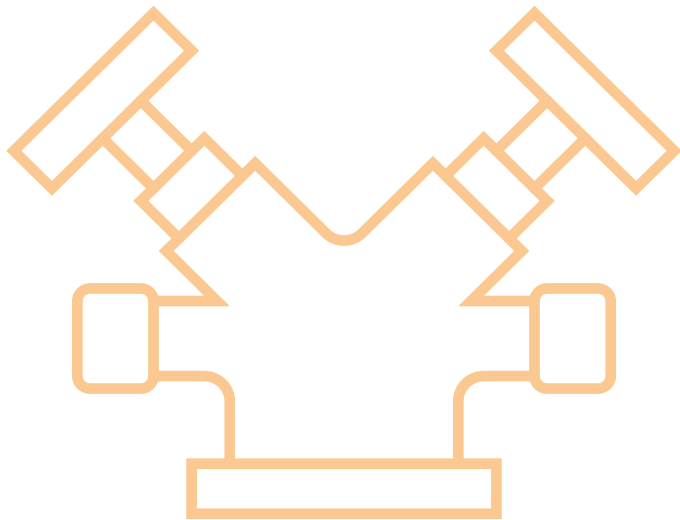
## Fleet & Property Department

We purchased new fire appliances that met the Euro Six Emissions Standards; the cleanest that is available at this time. Alternative fuel demonstration vehicles have been researched and a number of vehicles have been tested. Electric pool vehicles and hybrid courier vehicles will be introduced in the near future.

When we improve current buildings, or build new, we build in as many sustainability and environmental improvements as we can.

Examples include:

- All lighting at our Headquarters (HQ) is now LED, using much less electricity and providing better lighting
- The current phase of installation of LED lighting in stations is complete
- A new air conditioning system has been installed at HQ
- Systems are in place, across all sites, to record and monitor gas and electricity consumption monthly and annually. This data informs our action plans and decision making process on electrical and gas system upgrades



## Priority action 5.

Use technology to enable efficient & improved service delivery

We said we would:

- Develop virtual reality risk reduction campaigns
- Pilot a mobile device to reduce paper associated with Safe and Well visits
- Develop a risk-based Business Fire Safety Management Information System
- Seek upgrades and tools to enhance call handling and mobilising
- Explore every opportunity to utilise technology when buying new equipment
- Develop the Fleet Management System, aiming to be paperless by 2019
- Procure new firefighting equipment that monitors well-being and safety

### Virtual Reality

We have continued to use virtual reality technology when delivering safety messages regarding road traffic collisions through the Domino program. The wider use of virtual reality in our risk reduction activities has been deferred until 2019/2020.

### Partnership with West Midlands Fire Service

We have continued to explore the sharing of technology with West Midlands Fire Service; this has included developing a risk-based approach to Business Fire Safety via RIDGE (risk information data gathering engine). We have also looked at using their versions of the Incident Recording System (IRS) and their version of a Safe and Well recording system. These work streams have meant there has been a delay in purchasing mobile devices to reduce paper versions of data collection forms as we need to ensure they are available on any mobile device.

### Fleet Management System

All job cards, which are used to capture work undertaken on our vehicles are now input via a mobile tablet onto our Tranman fleet management system. Further development will take place to allow our mechanical checklists to also be input directly onto this system in the near future.

### Equipment

A review of Structural Personal Protective Equipment (SPPE) is continuing and a procurement process is underway involving end users in the design and build of fire appliances and equipment.

## Information & Communication Technology (ICT)

The mobile telecommunications project has been completed with new smartphones in use across the Service. 75 new Mobile Data Terminals (MDT), plus docks, have been bought to replace our existing equipment allowing for 4G connection.

The new in-house ICT Support Desk system is available and all staff are now able to log calls or requests immediately. This has had multiple benefits for both ICT and end users; ICT are now able to respond, manage and plan more effectively which has improved the management of our ICT assets.

End users also benefit as they are kept up to date with the progress of their calls, via the online portal and can provide updates or close calls should they no longer need help.

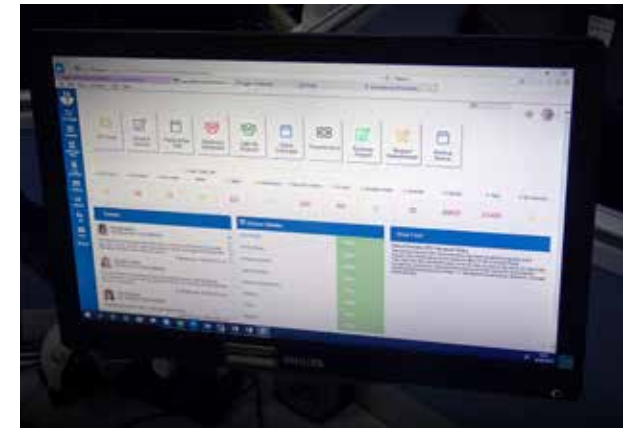
We continue to be engaged in the replacement of our Airwave radio system and await a national review of this project

## Human Resources ICT Systems

Significant progress has been made with the Core HR attendance management system with an updated version bringing additional functionality. Core HR Recruitment implementation has been delayed, however, the HR Payroll and Expenses roll out is complete.

### Did you know? We also:

- Continue to work with our command and control supplier Capita to update and enhance our call handling system before a full handover is completed in 2019/2020
- Completed the Statement of Accounts Fast Closure project, with the Chartered Institute of Public Finance and Accountancy (CIPFA) in May 2019





## Priority action 6.

Work with Public Service Boards to support local communities

We said we would:

- Implement and support actions outlined within the Well-being Plans of the PSBs
- Engage with Local Authority Planning and Building Regulation Departments
- Strengthen our partnerships with South Wales Police via Joint Fire Control
- Continue to work with agencies to refer all vulnerable individuals identified

### **Public Service Boards (PSB) Actions - Tackling Anti-Social Behaviour (ASB)**

We continue to actively contribute and support actions of the nine PSB Well-being Plans and advance the outcomes we would like to achieve from our involvement in these groups. Each of the PSB plans have been scrutinised by our Financial Audit & Performance Management committee and formally approved by the Fire and Rescue Authority.

PSBs are evolving with many work streams and actions identified with work groups formed to progress issues. The examples below show how we have engaged with local authorities and the Police, which enables us to refer any vulnerable individuals we identify, during the course of our activities.

- Staff from SWFRS, Gwent Police and Caerphilly PSB formed a Community Safety Hub and are working closely together to resolve issues surrounding ASB
- There are a number of work streams around Green Spaces, involving a collaborative approach between SWFRS, Natural Resources Wales, local authorities, Countryside Council for Wales, various land management organisations and Cwm Taf, Caerphilly, Cardiff, Newport and Blaenau Gwent PSBs, with a view to reducing the amount of wildfires that occur throughout the Service area
- Other initiatives where SWFRS staff are actively engaging with our PSB partners range from encouraging healthy eating and increasing levels of fitness

### **Local Authority Planning and Building Regulations Departments**

We have conducted a gap analysis of fires in buildings under demolition or under construction to ensure the guidance complies with National Operating Guidelines. We have also formed links with local authorities e.g. Bridgend and Newport to work on identifying potential arson issues for vacant or derelict and unsafe buildings in the respective authority areas.



## Data Sharing




A Community Safety Memorandum of Understanding has been updated in line with the General Data Protection Regulations 2018. We communicate regularly with our partners within the PSBs and meetings provide opportunity to improve Risk Reduction strategies. Suitable resources are allocated to enable a collaborative approach to problem solving within our communities.





# What we are doing in 2019/2020

Our Strategic Themes are;	Our Priority Actions (PA) will enable us to achieve this by;	To deliver this we plan to;
<b>Reduce Risk</b> 	<p>PA1 - Ensuring we provide an efficient, effective and relevant response to our communities.</p> <p>PA2 - Working with others to provide education to our communities to prevent harm, and protect against the risk of harm.</p>	<ul style="list-style-type: none"> <li>• Improve the way we respond to fires and other emergencies</li> <li>• Have the right people, tools, vehicles and skills ready at the right time and in the right place</li> <li>• Develop Home Safety visits to include greater support for people</li> <li>• Be better prepared to deal with incidents involving buildings where the height can have a serious impact on evacuation and work with owners and occupants of these building to reduce the likelihood and impact of fire</li> <li>• Gather information from people who have had a fire in order to prevent future fires</li> <li>• Ensure that firefighters have vital information about buildings and other installations available to them when they need it</li> </ul>
<b>Engage and Communicate</b> 	<p>PA3 - Developing efficient and effective ways of engaging and communicating with our communities to involve them in how we deliver our services).</p>	<ul style="list-style-type: none"> <li>• Review how Fire Stations use social media and other methods of communication to engage with their local communities</li> <li>• Develop and enhance communications and engagement using a variety of mediums internal and external to the Service</li> <li>• Deliver community engagement events through a range of activities</li> </ul>

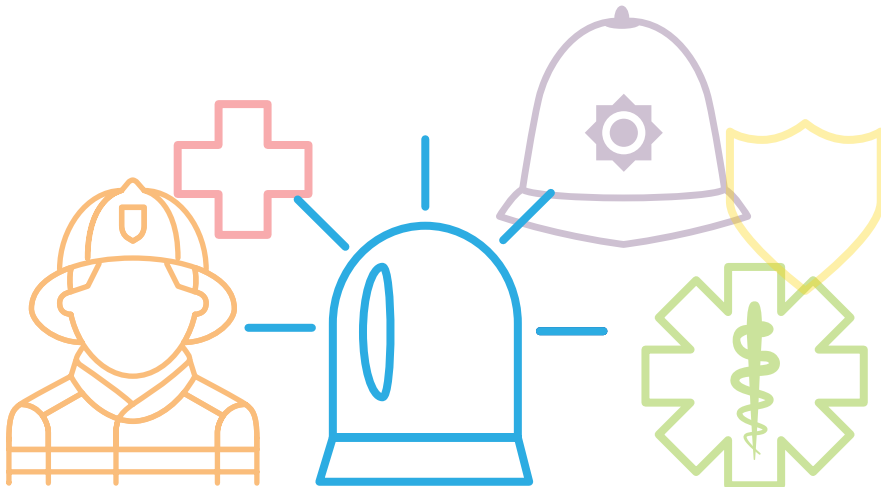
<p><b>Nurture Sustainable Resources</b></p> 	<p>PA4 - Ensuring we attract, develop and retain a workforce that reflects our communities and is capable of delivering effective services today and in the future.</p> <p>PA5 - Reducing our Service's impact on the environment to ensure future sustainability.</p>	<ul style="list-style-type: none"> <li>• Have a clear focus on health and fitness of our staff through appropriate support mechanisms</li> <li>• Complete the Compartment Fire Behaviour Training Facility at Cardiff Gate Training and Development Centre and ensure it meets the training needs of the Service</li> <li>• Ensure that our training activities meet the operational needs of the Service</li> <li>• Develop an Immediate Emergency Care / fire trauma course to meet operational needs</li> <li>• Review the effect that our activities have on the environment and work to reduce this</li> <li>• Develop actions to reduce the effect that operating our vehicles have on the environment</li> </ul>
<p><b>Embrace Technology</b></p> 	<p>PA6 - Ensuring we use technology to enable efficient and improved service delivery.</p>	<ul style="list-style-type: none"> <li>• Make sure our ICT systems are efficient, effective and protected against cyber-attacks.</li> <li>• Develop plans for use in the case of a failure of ICT systems</li> <li>• Ensure firefighters clothing and equipment is of the highest standard</li> <li>• To use our Business Management Information Systems as a central data hub</li> </ul>
<p><b>Strengthen Partnerships</b></p> 	<p>PA7 - Working with our Public Service Boards and partners to support local communities.</p>	<ul style="list-style-type: none"> <li>• Continue to reduce risk by working effectively with our Public Service Boards in our local communities</li> <li>• Introduce and develop a strategy for reducing false alarms received via automatic fire alarm systems</li> </ul>















# Our proposed Strategic Themes and Objectives for 2020/2021 and beyond

Our longer term vision of **“Making South Wales Safer by Reducing Risk”** remains.

To achieve this, we propose a set of eight **Strategic Themes**. These themes and their related objectives, will enable us to continue to provide an effective response to our communities in their time of need and deliver a service that is aligned to the principles of the (WFGA); i.e. **“all Public Services should act in a manner which seeks to ensure that the needs of the present are met, without compromising the ability of future generations to meet their own needs”**.

We wish to gain feedback on our **Strategic Themes** and our **Objectives**.



Proposed Strategic Theme	Well-being of Future Generation Goals		
Keeping you Safe	 A Resilient Wales	 A Wales of Cohesive Communities	
Responding to your Emergency	 A Resilient Wales	 A Healthier Wales	
Using Technology Well	 A Globally Responsible Wales		
Working with our Partners	 A Wales of Cohesive Communities		
Engaging and Communicating	 A more Equal Wales	 A Wales of Vibrant Culture and Welsh Language	
Valuing Our People	 A more Equal Wales	 A Healthier Wales	 A Wales of Vibrant Culture and Welsh Language
Protecting Our Environment	 A Globally Responsible Wales		
Continuing to Work Effectively	 A Prosperous Wales	 A Wales of Vibrant Culture and Welsh Language	

To deliver our themes we propose **Objectives** that have been developed while taking into account our commitment to build equality, diversity and sustainability into everything we do – from creating a workplace that truly values the diversity of employees, to delivering people-centred services to all communities in South Wales.

## Keeping you Safe



A Resilient  
Wales



A Wales of Cohesive  
Communities

### **This means...**

Our vision **“Making South Wales safer by reducing risk”**. We do this through our education, prevention and protection services. Our objectives under this theme will focus on prevention and education, as we believe that education can prevent fires and other emergencies.

### **Our Objectives...**

- Reduce the impact of false alarms on our resources
- Reduce the number of fires in the home and understand the behaviours and cause of them
- Reduce the number of road traffic collisions
- Reduce the number of deliberate fires
- Improve safety in and around water
- Improve fire safety in buildings in our communities

### **We propose to do this because...**

Keeping South Wales safe and well-connected is important to us. Reducing fires enables us to protect our natural environment, thus supporting the rural economy, our communities well-being and protecting current and future generations.

### **Some things we are planning...**

- Every fire station will further develop a community risk management plans to address local needs and issues
- Further work on project **LEAF** - Learning Evaluation from Accidental Fire - to better understand the causes of fire and people's behaviour in order to develop and improve our Enhanced Home Fire Safety checks in the future
- Work with local authorities and other partners to reduce refuse fires
- “Make Every Contact Count” by educating businesses and public sector organisations of the impact on our resources of Unwanted Fire Signals (UFSs) in order to bring about a reduction in the number of UFSs we attend



### **This means...**

We will always ensure that we provide an efficient and effective response to our communities when needed. This requires us having highly trained personnel and the latest equipment available to ensure that the safety of our communities is never compromised. We will continue to invest in our firefighters to ensure that they can respond to the wide range of incidents we face now and in the future.

### **Our Objectives...**

- Respond effectively when you need us
- Do all we can to make sure that our On Call Duty System (OCDS) firefighters are available
- Train our firefighters to respond to current and future risks in our communities

### **We propose to do this because...**

Our response is set out in our Strategic Plan, along with what we will do to continue to improve our operations. We also need to have plans in place to ensure we are prepared and available to respond to emergencies, whilst maintaining our core service provision.

### **Some things we are planning...**

- Recruiting more frequently for firefighters both Wholetime and OCDS
- Training our firefighters to the highest skill levels in the most up to date techniques for modern day firefighting and other incidents e.g. water rescue, road traffic collisions
- Opening our Compartment Fire Behaviour Training facility and investing in new breathing apparatus, personal protective equipment and the latest innovations in fire kit
- Ensuring we have the right people, in the right place at the right time fully equipped to prevent, protect and respond



### **This means...**

Using technology well to improve our processes and systems to make them future proof, as we recognise that this plays a vital role in how we deliver our services. From our operational firefighting techniques and equipment to our back office support systems, we intend to maximise technological advances to support and improve service delivery.

### **Our Objectives...**

- Use the most suitable technology and equipment to improve our services
- Review the standard and use of technology and equipment across the Service

### **We propose to do this because...**

Our technological development will make a positive contribution to the wider well-being of our staff and the communities we serve.

Effective use of ICT and equipment will ensure that operational resources are best placed to respond effectively to incidents. When buying services and supplies, we will use the Wales Procurement Policy Statement 2015 and procedures to ensure fair and open processes are used to support local businesses and improve the local economy.

### **Some things we are planning...**

- Investing in more mobile data terminals on fire stations and in fire engines, which will speed up our response to incidents
- Using our Business Management Information System to adopt a risk based approach to safety in our communities
- Investing in better radio communication systems and collaborating with Mid & West Wales FRS to introduce this cost effectively



### **This means...**

We have a well-established and proud history of working with our partners to deliver measureable improvements, efficiencies and meeting future demands. This will include contributing to local priorities and assisting in improving community well-being.

### **Our Objectives...**

- Work with our PSBs to support our communities
- Work with our partners to deliver our services where they are needed
- Review and evaluate our existing partnerships

### **We propose to do this because...**

We recognise the benefits of working in partnership with other organisations to deliver best value services for the communities we jointly serve. Sharing knowledge and skills is at the heart of our Service's future. New arrangements with our local partners and other fire and rescue services are already in place, but we aim to further these relationships and also identify other opportunities to work collaboratively. Partnership working will not only enable us share what we do and how we do it, but will make us better placed to identify additional opportunities to improve from others, ensuring a more efficient and cost effective service to our communities.

### **Some things we are planning...**

- Implement our Healthy Hillside Strategy - a land management approach to wild and grass fires, using funding from Welsh Government to work with partners to reduce fire risk to our mountain side and rural areas
- Identify within each Local Authority area, the numbers and locations of disused and derelict properties to reduce the risk of deliberate fire and damage to these properties
- Being an active member at all nine Public Service Boards in South Wales and leading on activities for example land management projects to reduce grass and wild fires
- Seeking out opportunities to work with new partners and improving our work with our existing partners





### **This means...**

We will improve the way we communicate and engage with our staff, stakeholders, communities and partners by taking a positive approach to communication. Communication is a key priority in making sure that our staff, stakeholders, communities and partners are aware of the work we undertake, the challenges we face and can be involved in shaping our services of the future. We believe that we can effectively deliver our key messages through ensuring a continued focus on education, engagement and communication.

### **Our Objectives...**

- Deliver on the recommendations of the Investors in People report
- Involve our communities and make sure they have their say in what we do
- Help keep our communities safe through education and attending community events

### **We propose to do this because...**

Working as part of a well-connected community can deliver wider improvement than working alone, therefore ensuring greater opportunity to keep residents, businesses and visitors to South Wales safer. This will not only benefit our communities but it will significantly contribute to the WFGA.

### **Some things we are planning...**

- Ask our staff for their ideas on making our Service an even better place to work and encourage them to help shape our future plans and activities
- Invest in, and actively manage, a variety of social media platforms so local people can talk to us about issues they feel are important and have a say in how our services are delivered
- Run fire station open days and events, for staff to get involved in their local community - fund raising for local charities, and providing important information to support citizens' safety, health & well-being

## Valuing Our People



A more  
Equal Wales



A Healthier  
Wales



A Wales of Vibrant Culture  
and Welsh Language

### **This means...**

Our workforce should represent the communities we serve, be diverse, equally valued and staff should have access to development as well as professional opportunities. Next year we propose that one objective should focus on our staff. This will contribute to us developing a diverse, equally valued workforce that serves our communities. The introduction of the Inclusive Fire Service Plan pulls into one place the inclusion, cultural, and behaviours needed to make sure that improvements deliver actual results for both current/future staff and users of our services.

Further developments to our Staff Engagement Network, for example the establishment of an online forum, will help us understand our staff and let them contribute to what we do more effectively.

### **Our Objectives...**

- Attract a workforce that reflects and represents our communities
- Develop our people by identifying training and development opportunities
- Support our people to feel well, healthy and happy at work

### **We propose to do this because...**

Equality and diversity is at the heart of our Service culture. We will provide clear pathways for progression and a healthy working environment for the safety and well-being of staff, implementing work practices which support a healthy lifestyle and work life balance.

### **Some things we are planning...**

- A range of different positive action recruitment events to encourage candidates to apply to join us from groups currently under represented in our workforce e.g. women and black and minority ethnic. Examples include; Firefighter Fit sessions for male and female, females only and those aged 18 – 24 yrs. Engagement events being held in “hard to recruit areas” in partnership with Race Equality First Wales and participation in large and small careers/jobs fairs across South Wales
- Developing new learning and development opportunities for operational and support staff
- The physical, mental, health and well-being of our staff is already of high importance to us and to support this further we will seek to achieve the Corporate Health Standard Award
- Fire Fit sessions will be conducted on fire stations to maintain the highest standards of physical capability and operational preparedness among our firefighter workforce



### **This means...**

We know that our activities have an effect on the global and local environment and are committed to minimising any negative impacts. Next year, we propose an objective that focuses on reducing our environmental impact. We commit to embracing renewable energies to support sustainability and the environmental goals of the WFGA.

### **Our Objectives...**

- Reduce our usage of single use materials
- Explore the use of electric vehicles
- Reduce our energy use and our carbon footprint
- Consider how our activities impact on the environment

### **We propose to do this because...**

We believe in long term investment into systems that reduce waste and we will continue to look at ways that make SWFRS a leader in sustainability. All decisions and plans we make will consider the sustainable development principle, which includes the process of improving the social, economic, environmental and cultural well-being of Wales that is embedded in the WFGA.

### **Some things we are planning...**

- Investing to support 22 electric fleet “pool” vehicles
- Improving our firefighting kit drying rooms taking into account the latest technology to reduce electrical use and associated costs
- Monitoring our energy use on fire stations and all other sites, including and upgrading boilers
- Exploring more use of conference calling to reduce travel to meeting locations
- Switching to bio-degradable cups on water dispensers

## Continuing to Work Effectively



A Prosperous  
Wales



A Wales of Vibrant Culture  
and Welsh Language

### **This means...**

We always aim to demonstrate value for money and deliver our services at the lowest possible cost and highest possible standard. When considering how much to spend, the need to improve the way we provide our services and reduce risk in the communities of South Wales remains our priority. We will work on medium and long term planning, against continued financial challenge and the changing risk profiles of our communities. We will support Fire and Rescue Authority Members and provide them with the information they need to effectively conduct their leadership and scrutiny roles.

### **Our Objectives...**

- Be clear and publicly accountable
- Maximise value for money while improving our service

### **We propose to do this because...**

We recognise that our staff are our most valuable asset, however for our staff to be effective they need to have the best facilities and resources available to them. Our spending decisions on physical assets need to be efficient and effective to support and respond to our service delivery. These decisions will be scrutinised by our Finance, Audit and Performance Management Committee and we aim to ensure we provide value for money for the service we provide to the public in South Wales.

### **Some things we are planning...**

- Exploring co-location of sites and shared estates to reduce costs and improve services. e.g. our fire station at Barry has recently become home for Welsh Ambulance Service NHS Trust
- Working with the other Fire and Rescue Services in Wales (Mid & West Wales and North Wales) when buying equipment and products to achieve cost savings
- Producing easily accessible information for the public on our website from Fire and Rescue Authority meetings and relevant committees; for example agendas, reports, minutes and freedom of information requests

## Welsh Language

We are eager to effectively serve those who choose to live their lives via the medium of the Welsh Language. As a result of the Welsh Language (Wales) Measure 2011, the South Wales Fire and Rescue Authority has been issued with a Welsh Language Standards Compliance Notice by the Welsh Language Commissioner. This Compliance Notice is published on our website and gives details about what services citizens can expect to receive in Welsh. We seek to engage with Welsh speakers and learners in order to improve the overall standard of service provided, including services that are provided in Welsh.

## Have your say

We are always looking for ways to improve our services and to present information that is meaningful. In order to do this we want to ensure that your views are considered when delivering our activities and presenting information to you.

We would particularly welcome your comments and / or questions with regards to our proposed objectives [www.surveymonkey.co.uk/r/swfrshaveyoursay](http://www.surveymonkey.co.uk/r/swfrshaveyoursay).

## Write to us

Service Performance and Communications  
South Wales Fire and Rescue Service  
Forest View Business Park  
Llantrisant  
CF72 8LX

## Call us

01443 232000

## Website

[www.southwales-fire.gov.uk](http://www.southwales-fire.gov.uk)

## Alternative versions

If you would like this information in an alternative language or format such as large print, Braille or audio please contact us.



@SWFireandrescue



@SWFireandrescue



@sw\_fire\_and\_rescue

We welcome correspondence in Welsh and English – we will respond equally to both and will reply in your language of choice without delay.

# Volunteers

South Wales Fire and Rescue Service is looking to recruit individuals from a variety of backgrounds, with differing skills and abilities, who represent the communities we serve.

Volunteers will be expected to work alongside our specialist teams to deliver the Service's key messages. It's a rewarding experience, providing the opportunity to meet new people and undertake new challenges. The local community knowledge that you can provide, will enhance and complement the role of the Service in meeting the needs of our communities. You can help make South Wales safer for all.

All we ask is your availability for a suggested minimum of eight hours per month, willing to help for a minimum of six months. Most initial volunteering opportunities will be carried out during normal working hours, Monday to Friday, with some evening and weekends. This will change as the scheme progresses and more opportunities arise.

To find out more about volunteering roles, please click on the role opportunities below

[www.southwales-fire.gov.uk/en-GB/working-for-us/volunteer-scheme/](http://www.southwales-fire.gov.uk/en-GB/working-for-us/volunteer-scheme/)



**Gwasanaeth Tân ac Achub**  
De Cymru



South Wales  
**Fire and Rescue Service**